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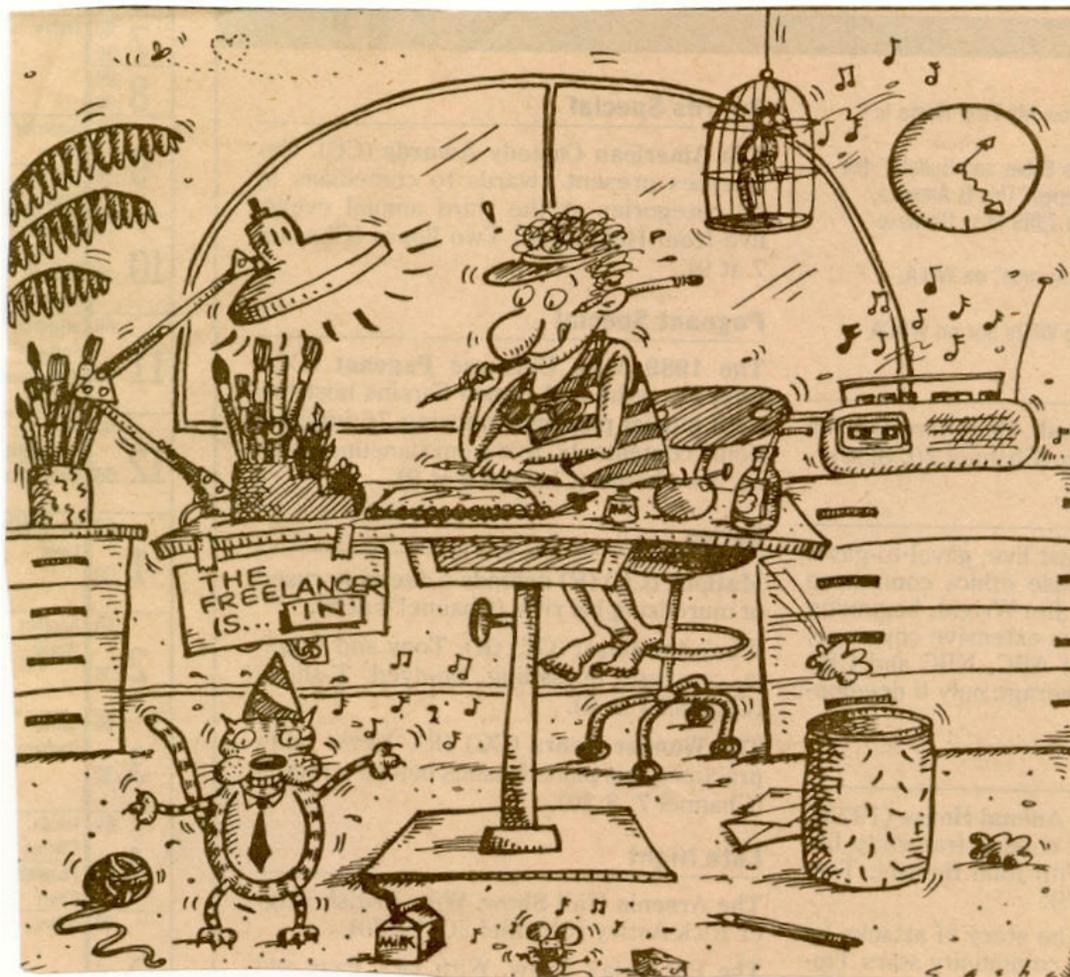
*Developing Leaders  
That Make a Difference*

*The Greater Los Angeles Federal Executive  
Board's Leadership Associates Program*

Kathrene Hansen

Department of Homeland Security

Immigration and Customs  
Enforcement



*"The only  
thing I  
don't like  
about my  
job is  
trying to  
explain  
what I do."*

—Karen Brown

BY SASHA GEORGEVITCH

- Created by President Kennedy in 1961
- 28 FEBs Nationwide
- Intergovernmental Collaboration: Disaster Preparedness, Training, Mediation, Community Outreach & More
- Cost effective to taxpayers

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# *Many FEBs Offer Leadership Development Programs*

Albuquerque	Atlanta	Chicago	Cleveland
Honolulu	Houston	Newark	Oregon
Oklahoma	San Antonio	San Francisco	Seattle

# *We Are All In The Same Boat: Why Not Row Together?*

- Become a Champion
- Be creative
- Identify Partners
- Identify Resources
- Encourage Sharing





# *Focus on Similarities: Not Differences*



- Air Force \* Army \* Navy \*
- DOD\* DCAA \* DCMDW \*
- DHS/CBP, CIS, TSA & Legacy Customs, INS \*
- VA\* Labor \* FAA \*
- Peace Corps \* GSA\*
- Passport Agency \* FDA\*
- Commerce \* FBI \*
- IRS \* Marshals \* HUD\*
- US Attorney Office \* USPS\*

*Participating Agencies*



# *Overcoming Challenges*

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- Leadership skills are lacking
- Succession planning is essential
- Training and Travel budgets are tight
- Existing programs resource intensive
- LA FEB had a similar program which had become dormant (1970-1981)
- Revised and Reactivated in 1997 “Class of 1998”
- Launched 8<sup>th</sup> Annual Program “Class of 2005”



# *Components of the LA Program*

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- Targeted GS 9 –12
- Year-long program
- Selected by Agency
- Inter-agency participation
- IDP Required
- Structured Training for Cohort
- Experiential Training
- Mentor component
- Executive interviews
- Agency rotations and shadowing
- Evaluation of Program
- Evaluation of Participant
- Graduation Event

# *Sample Curriculum*

Program Orientation	Leadership Practices (2 days)	How to Select/Be a Mentor	The Power of Your Network
Federal Agency Overview	Writing & Presentation Skills	Public Affairs Training	Leadership Dynamics & Diversity
Leading Change	Creating an Accountable Organization	Focusing on Your Career	Time & Stress Management



# *Leadership Alumni Network*

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- Created a Leadership Associate Alumni Network (150+)
- Resource for new Participants
- Conducted a survey regarding usefulness of program

*Cohort Programs are favored because students bond and continue relationships and network after the program is over.*



## *Survey Says....*

- 100% would recommend
- 94% have used the knowledge obtained
- 89% said their people skills have improved
- 89% said they are better leaders
- 55% have received promotions
- 33% have changed positions
- 56% ranked networking across agency lines as #1 benefit of program

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# *Benefits to Agencies*

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- Local and affordable training allows for more leaders to be trained
- Used as a Retention Benefit for employees
- Interagency awareness and contacts increased productivity and effectiveness
- Sharing existing talent and resources is a win-win



## *In the Words of the Associates*

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- “Your program makes me truly feel apart of something special”
- “The program was invaluable. It has given me more self-confidence in my professional as well as my personal life”
- “One of the sessions that I really enjoyed was the one that involved speakers from some of the different federal agencies”

# *Developing Leaders That Make a Difference*



*“ You can dream,  
create, design, and  
build the most  
wonderful idea in  
the world, but it  
requires people to  
make the dream a  
reality”*

*-- Walt Disney*

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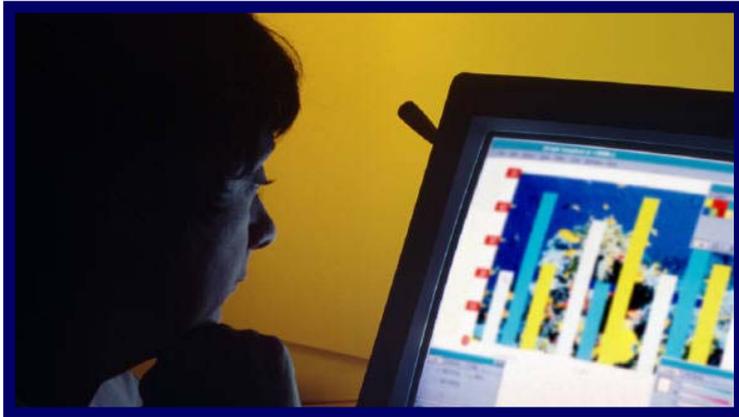
*Developing Leaders  
That Make a Difference*

Wayne H. Harmon

Associate Commissioner  
Office of Training

Social Security Administration

# Succession Management



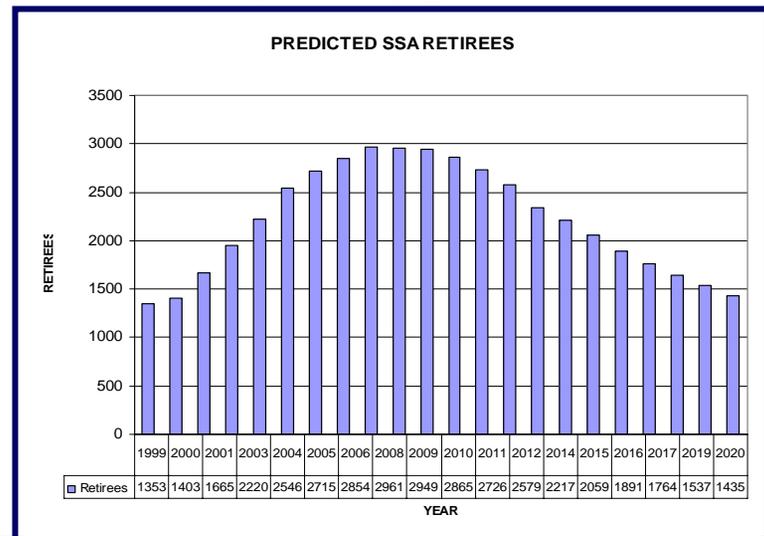
- Retirement Wave Analysis
- Employee Development

- Leadership Training
- Continuous Learning
- Recruitment



# Projecting Retirements

- Created a data-driven attrition model to project future retirements
- Initial analysis completed in 1998
- Predictive retirement data by job type and locale





# Measurable Results

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- The retirement wave will result in nearly 3,000 retirements each year
- The retirement wave will peak between 2007 & 2011
- 80% percent of managers are eligible to retire now
- The average SSA employee is 47 years old with 20 years of service
- As a result of Agency actions the peak retirements will drop from 3,000 to 2,500 per year
- The retirement wave still proceeding at the same pace

# Employee Development Strategy



- Development Programs
- Leadership Training
- Continuous Learning



# SSA Supports Progressive Employee Development...



Leadership Position  
Development Program  
Management Training  
Supervisory Training  
In-Service Training  
Advanced Training  
Entry-Level Training

# National Development Programs

- **SES Candidate Development Program** for GS-15 employees



- **Advanced Leadership Program** for GS 13 - GS 14 employees



- **Leadership Development Program** for GS 9 - GS 12 employees



# Selection Process

- Selection by Competency Based Assessment
  - Supervisor's evaluation of leadership potential
  - Panel evaluation of applicant written statement
  - Assessment center interviews





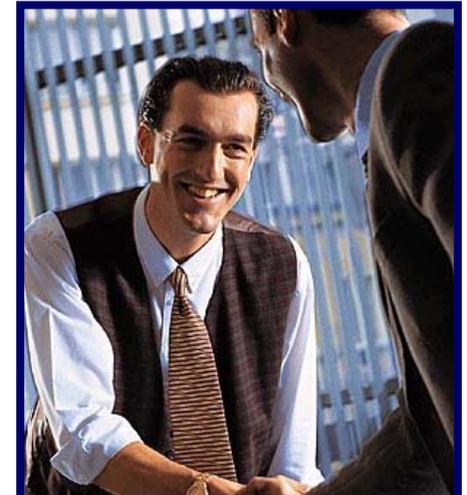
# Program Features

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- 12 - 18 Months Duration
- Mentor/Protégé Relationship
- Individual Development Plans (IDPs)
- Program Guidelines/Support Staff
- Orientation and Core Training
- Temporary Promotions
- Rotational Assignments

# Benefits to the Agency

- Similar programs established by individual components
- More than 1,900 employees have participated in leadership development programs for the past 5 years
- Programs serve as an ongoing succession planning tool





# Benefits to the Employee

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- Developmental Experiences
- Career Path Change
- Exposure
- Increased Opportunities from Backfilling



# Establishing Developmental Programs

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- Program Development
  - Develop business case
  - Achieve executive-level support
- Program Announcement and Selection
  - Competitively post the program
  - Identify potential assignments
  - Solicit volunteer mentors



# Establishing Developmental Programs

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- Assess and Rank Candidates
  - Establish best-qualified list
  - Announce selections
- Administer the Program
  - Conduct orientation
  - Develop Individual Development Plans (IDPs)
  - Monitor participant's progress
  - Develop and maintain databases
  - Implement core and other training events



# Program Evaluation

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- Participants evaluate assignments and training
- Supervisors evaluate assignments
- Mentors and executives provide feedback
- Contract a vendor to conduct a formal evaluation



# Lessons Learned

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- Adequate Time
- Strategic Alignment
- Leadership Commitment
- Stakeholder Involvement
- Effective Resource Allocation
- Benchmark
- Data base Management
- Continuous Improvement

# Leadership Training Model



# Conclusion

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- *“It is only as we develop others that we permanently succeed”*
  - *Harvey Firestone*



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Commissioner**

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# *Developing Leaders That Make a Difference*

Dr. Ellen Roderick

Training Director

Pension Benefit Guaranty Corporation

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- **OPM Federal Workforce Conference 2004**

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- **September 10, 2004**

- **Session:           Developing Leaders Who  
                          Make a Difference**

- **Presentation: PBGC “LEADERS  
                          GROWING LEADERS”  
                          PROGRAM**

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- 
- **PBGC Mission**
  - **PBGC Workforce**
  - **E/M/S/TL Cadre**
  - **Training & Development Program**

# VISION

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**PBGC will have a diverse and fully prepared group of candidates who will be viewed as a corporate asset. This group of high potential employees will be highly qualified to compete for PBGC's leadership vacancies over the next five to ten years.**

# PURPOSES

- **Provide 2-yr developmental process for future leaders, using five-tiered approach: challenging job assignments, leadership training, action learning projects, senior advisor coaching, self development activities.**
- **Develop leadership competencies through defined learning experiences.**
- **Be a long term, strategic process that yields some initial benefits and will pay off more over the years.**

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# *Key Players*

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- Management Review Board
- LGL Board
- Training Institute
- Candidates
- Senior Advisors
- Line Managers



## *Preliminary Steps (HOW)*

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- Attended SP conferences
- Conducted seminars for senior leaders on SP
- Presented workforce data (business case)
- Identified pieces of other T & D programs to use

# *Preliminary Steps (HOW) Cont'd*

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- **Preliminary Steps (HOW) – cont'd**
  - Established workgroups of managers to craft program
  - Interviewed senior leaders
  - Established guiding principles, vision, purposes

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# *Guiding Principles*

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- SLs will be closely involved & deeply committed to program
- Process of preparing leaders will be integrated with Strategic Plan
- Regular reviews of candidates' development

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## *Guiding Principles – Cont'd*

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- Developmental process: 5 components
- Initiative owned by the line managers; supported by HRD



## *Additional Steps (HOW)*

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- Meetings with line managers
- Shared some tools with SLs for feedback
- Publicity in PBGC INbox
- Briefing to eligible candidates



## *Additional Steps (HOW) – cont'd*

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- Program implementation: corporate objective for 3 years
- Secured centralized funding

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# *Critical Factors*

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- Sponsor/advocate
- Centralized funding
- Corporate objective
- Competent HR staff
- Consultant(s)
- Pilot
- LGL Board



# *LGL Board*

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- Establishes policies, guidelines, procedures
- Selects candidates
- Approves IDPs & training
- Gives support to candidates
- Reviews progress
- Program proponent

# PBGC Leaders Growing Leaders Program

PROGRAM BRIEFING for NBU GS-14/15

Candidate Q&A Session

Call for Applications

Board Selection of Candidates

Feedback

N  
Y

Program Preparation Activities

## • Orientation

- LGL Board Welcome
- Logistics & Q&A

## • 360 Assessment

## • Senior Advisor Matching

## • Working Together - Growing Together Seminar

## • IDP Development & Approval

- CEG Fellows Application
- 1st Year Formal Training determinations

Candidate Activities - Year 1

## • CEG Fellows Program

## • Leadership Training

## • Candidate Biweekly Meetings

- Leadership & learning direction/discussions
- Action Learning: Knowledge Sharing Briefings

## • Senior Advisor One on One's

- Coaching/Mentoring
- Rotational Assignment evaluation & selection
- IDP Progress
- Shared activities

## • Short-Term Assignments

- Participant meetings
- Strategic Planning meetings
- Others TBD

## • Quarterly InterActives

## • Keeping on Track Seminar

Candidate Activities - Year 2

## • Rotational Assignments

## • Action Learning Project

## • Reaping the Rewards Seminar

## • Continuing from Year 1

- Candidate biweekly meetings
- Senior Advisor One on One's
- Short-Term Assignments
- Formal Training
- Quarterly InterActives

## • Self Development Activities

## • Graduation

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# *Lessons Learned*

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- Senior Level Support
- Extensive Marketing
- Conduct a Pilot
- Consider Using Consultant
- Purchase Leadership Training
- Use Program Dimensions Already in Place
- Evaluate Components as Program Unfolds
- Let Candidates Bond as a Team

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# *Maintaining Support*

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- Briefings to SLs
- Continued publicity
- Graduates: great asset
- Involvement of SLs, line managers



# *Application Process*

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- Information Briefing
- Application Form
- Supervisor & Applicant Assessments
- Interviews
- Evaluation/Selection by LGL Board

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# *Eligibility*

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- All Departments
- Grades 14 and 15 (NBU's Only)
- At PBGC a minimum of one year



# *Components*

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- **Leadership Competency Model**
- **360 Assessment & IDP**
- **Senior Advisor (Mentoring/Coaching)**
- **CEG Fellows Program**
- **Leadership Training**
- **Challenging Job Assignments**
- **Action Learning Projects**
- **Interaction with Senior Leaders**
- **Self Development**

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# *Year 1*

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- CEG Fellows Program
- Leadership Training
- Candidate Biweekly Meetings
- Senior Advisor One-on-One's
- Short-Term Assignments
- Quarterly Interactives
- Keeping on Track Seminar

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## *Year 2*

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- Rotational Assignments
- Action Learning Projects
- Candidate Biweekly Meetings
- Senior Advisor One-on-One's
- Short-Term Assignments
- Quarterly Interactives
- Self Development Activities
- Graduation



# *CEG Fellows Program*

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- Leadership Development
- One Year
- Coaching
- Leadership/Best Practices benchmarking visits to public & private sectors
- Workshops
- Peer Coaching
- Results Project

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# *Challenging Assignments*

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- Rotational Assignments
  - Detail(s): 60 – 120 days
- Short-Term Assignments
  - Team Assignments
  - Active Participation



# *Rotational Assignments*

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- Detail(s): 60 – 120 days
- Duties/Duration specific to Candidates' Needs
- Timing designed to meet Organization & Candidate priorities
- Agreement/Coordination with all parties prior to detail



## *Rotational Assignments – cont'd*

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- Challenges
  - Current high workload
  - Requires change/flexibility/effort
  - Backfill – Who does the work?
- Opportunities
  - Fresh eyes to do the work
  - Backfill provides growth for others
  - Expands PBGC's knowledge network
  - Prepares others to compete for LGL Program



# *Short-Term Assignments*

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- *Mandatory Assignments (2)*
  - Participants Meetings
  - Strategic Planning Meetings
- *Elective Assignments (select )*
  - FBA Visits
  - Budget Formulation
  - Investment Side of PBGC



*“Successful leaders grow through particular sets of experiences.”*

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- Challenging job assignments (42%)
- Learning from others’ examples (22%)
- Hardships & setbacks (20%)
- Training & education (16%)

*Developing Leaders: Combination of Training & Development Experiences*



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- **Contact Information**

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